

# PONY EXPRESS

VOLUME 10 ISSUE 2

SERVING THE 943RD RESCUE GROUP

FEBRUARY 10, 2012

## Wing commander and interim command chief see rescue group warriors off to war

By Master Sgt. Luke Johnson  
943rd Rescue Group Public Affairs

**DAVIS MONTHAN AIR FORCE BASE, Ariz.** -- The 920th Rescue Wing commander's first visit to his geographically separated unit, the 943rd Rescue Group here, was to see his rescue warriors off to war and also offer them words of encouragement as they will be performing dangerous combat-search-and-rescue mission in Afghanistan to support Operation Enduring Freedom.

"It's hard to see folks off, but at the same time because they are going over there, we'll be getting some folks home and that's the fun part of the job, getting folks back and knowing that they did a good mission," said Col. Jeffrey Macrander, 920th RQW commander.

The commander and the 920th RQW interim command chief, Chief Master Sgt. Timothy Bianchi, interacted with deployers and family members in the rescue group's maintenance hangar prior to their departure.

"The biggest thing is that you are proud to watch these volunteers go do the mission that they love more than anything, nobody was activated it was all volunteers," said Bianchi.

The all-volunteer force from the 943rd RQG will be tasked with 24-hour CSAR support for coalition and joint forces.

"We need our community and family's to understand that this mission is important, that



Col. Jeffrey L. Macrander, commander of the 920th Rescue Wing, addresses 943rd Rescue Group deployers and their families during his first visit to the rescue group as wing commander. (U.S. Air Force Photos/ Airman 1st Class Christine Griffiths)

we are bringing injured combatants home who may or not have made it back otherwise," said Bianchi.

The Wing commander emphasized that the group is ready to provide assistance for family members back home that may need it.

"It's important to know that we have

resources for families, if you need help let us know. We can get you in touch with support agencies," said Macrander. "We are here to support each other, that's what we're here to do."

## 10th Air Force Commander encourages rescue group deployers and experiences CSAR mission



Brig. Gen. William Binger, 10th Air Force commander, performs pre-flight checks prior to his familiarization flight in a HH-60 Pave Hawk helicopter. General Binger visited the 943rd Rescue Group at Davis-Monthan Air Force Base, Ariz., to learn about the combat-search-and-rescue mission and the Air Force Reserve units based there. (U.S. Air Force Photo/ Master Sgt. Luke Johnson)

By Master Sgt. Luke Johnson  
943rd Rescue Group Public Affairs

**DAVIS MONTHAN AIR FORCE BASE, Ariz.**-- The newest commander of 10th Air Force experienced firsthand the skills and dedication required for combat-search-and-rescue Airmen during his first-ever visit as the numbered Air Force commander to the 943rd Rescue Group, Jan. 25, 2012.

During his visit here, Brig. Gen. William Binger, 10th Air Force Commander, was also able to speak to and visit with rescue warriors as they departed on a deployment to Afghanistan. He provided words of support and encouragement as the rescue group warriors headed overseas.

"It's an emotional time, having deployed myself a number of times," Binger said. "I was really honored to be there, and it's really important for the leadership to stand up in front and thank them."

The general was impressed with the 100-percent volunteerism within the rescue group for this deployment.

"The volunteerism is surprising to the outsider, but once you know the Air Force family, the units are very close," Binger said. "People would not obviously do this mission unless they absolutely loved it."

The dedication and professionalism of all the Airmen he encountered during his visit left a lasting impression on him, said Binger.

"I'm honored to be in command of an organization like this from the 10th Air Force perspective; it's an outstanding unit with many deployments and many saves," said Binger.



### The Pony Express

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### FY 2012 UTA Schedule

1-2 Oct 2011  
5-6 Nov 2011  
3-4 Dec 2011  
7-8 Jan 2012  
11-12 Feb 2012  
3-4 Mar 2012  
31 Mar- 1 Apr 2012  
5-6 May 2012  
2-3 Jun 2012  
14-15 Jul 2012  
4-5 Aug 2012  
10-11 Sept 2012



## Fiscal austerity requires leveraging 'total force'

*By Air Force Chief of Staff Gen. Norton Schwartz, Chief of Air Force Reserve Lt. Gen. Charles Stenner and Air National Guard Director Lt. Gen. Bud Wyatt*

**WASHINGTON (AFNS)** -- In wartime and peacetime, the total force construct is virtually seamless, with Guardsmen and Reserve service members who are indistinguishable from their active-component peers. Our recent air operations in Libya are but the latest example.

The ability of our Guardsmen and Reservists to deploy on short notice and seamlessly integrate with the active force is unique and was absolutely vital in Libya. One critical reason the total force works so well in the Air Force is that many Guardsmen and Reservists are subject matter experts who work in related fields -- such as pilots and aircraft mechanics -- in their civilian jobs.

Given the fiscal austerity that lies ahead, we recognize the need for balance and maximum efficiency in the Air Force. In order to meet future challenges, the Air Force remains committed to a total force approach because the solution is, by necessity, a total force solution. We know that if we gut the Guard and Reserve, we gut the entire Air Force because they represent a substantial portion of our overall capacity and capability.

Air Force restructuring therefore will occur across the entire force, consistent with future trends and potential threats, the national security strategy, and our collective priorities and capabilities.

Such restructuring requires tough choices, and communication is critical if we are to achieve the "win-win" outcomes we all desire. To that end, there was a particularly concerted



effort to work together in these austere times; the level of participation was unprecedented. Across-the-board involvement by senior active, Guard and Reserve Air Force leaders and state adjutants general demonstrated everyone's commitment to this important endeavor.

Additionally, the three of us work closely together in Air Force budget deliberations. All of these efforts are aimed at ensuring transparency and meaningful senior leader discussions on active, Reserve and Guard force structure, manning and institutional support.

When all is said and done, two things are certain. First, all three components -- active, Guard and Reserve -- are going to be smaller, consistent with the new defense strategy and the Budget Control Act of 2011's fiscal limits. Second and most importantly, we will remain a superb fighting force because our people -- your total force Airmen -- remain committed to excellence. The nation deserves, and rightly demands, no less. By maximizing the potential of all aspects of our total force, we will maintain the Air Force's readiness and effectiveness throughout this period of fiscal austerity and well into the future.

## CMSAF stresses Airman resilience

*By Senior Airman Michael Charles*  
**379th Air Expeditionary Wing Public Affairs**

**SOUTHWEST ASIA (AFNS)** -- A soft light from Senior Airman Sarah Mattausch's mobile phone glowed in the darkness of her room before dawn on a Saturday, waking her up much earlier than expected.

As she read the incoming text, Mattausch realized that her friend, her wingman, was in trouble. Mattausch's actions over the next few hours -- rushing to her friend's side, consoling her and getting her help -- saved her friend from harming herself.

One thing Mattausch never expected as a result of those actions was a coin from the Air Force's top enlisted leader, Chief Master Sgt. of the Air Force James Roy, during a visit here this week.

"Human life matters," Roy said. "The actions taken by Airman Mattausch show how Airmen have the capacity to do great things and look out for each other."

Roy's visit to the 379th Air Expeditionary Wing included an enlisted call during which he spoke to an audience of more than 500 Airmen and several visits to individual units. While visiting the 379th Expeditionary Security Forces Squadron here, Roy discussed changes to the Air Expeditionary Force and how it will affect future deployments.

"Our security forces Airmen have traditionally been among the top of the (Air Force



Specialty Codes that) have deployed the most over the past decade," Roy said. "There are individuals who have deployed more than 13 times among the 379th Security Forces Squadron alone. We are hoping to make it a more even process by evolving the way we currently choose those participating."

At each location he visited, the chief emphasized how maintaining professional standards and acting as good wingmen to those around them helps reinforce good resiliency.

"Nobody's exempt from being a good wingman," he added. "We have to understand that being a good wingman doesn't end at the end of your duty shift nor does it only apply to those of lower rank than you. Our Airmen should be good wingmen to all who serve, no-matter the rank or the service. The Air Force is a family and, naturally, you look out for your family."



### D-M Thrift Store accepts donations

The D-M Thrift Store accepts donations 24 hours-a-day at the drop-off at the store. Thrift Store hours are Tuesday and Wednesday from 9 a.m – 2 p.m. and the first Sunday of the month from 9 a.m. – noon. If you have any questions, contact the DM Thrift Store at 228-2120.

### FREE welcome home banners

The purpose of Operation Welcome Home is to recognize and thank individual military personnel for their service during a deployment. One FREE 2’h x 4’w banner may be requested. Please use the following link, then click on Operation Welcome Home. The sign typically takes 7-10 days. <http://www.westsidesigns.com>. This is a great way to show your support

### Get 1 now program

Know anyone that is interested in joining the Air Force Reserve? The Get One Now program offers a selection of awards when a person you refer joins the Air Force Reserve. For more information on the program, visit [www.get1now.us](http://www.get1now.us) or call 877-786-2372.

### Stand Up For Kids Tucson

Stand up For Kids is an outreach program that provides hygiene items and help to homeless children in Tucson. For more information, email [Tucson@standupforkids.org](mailto:Tucson@standupforkids.org).

## News Briefs

### D-M Airmen Against Drunk Driving

The hours are from Friday and Saturday 10pm - 3am and additional support provided for some holidays and special events. For a ride home call (520) 850-AADD (2233).

To volunteer with AADD contact one of the following AADD officers:  
Staff Sgt. Kyle Beeson at 228-3512 or [kyle.beeson@dm.af.mil](mailto:kyle.beeson@dm.af.mil)  
Senior Airman Mitchell Johnson at 228-2377 or [mitchell.johnson@dm.af.mil](mailto:mitchell.johnson@dm.af.mil)  
Senior Airman Tameshia Prentice at 228-4660 or [tameshia.prentice@dm.af.mil](mailto:tameshia.prentice@dm.af.mil)

### 943rd Education Office

The Education and Training Office is here to assist our members with any questions or concerns they have in regards to educational benefits, such as Post 9/11, Montgomery GI Bill, Montgomery GI Bill Select Reserve, Reserve Educational Assistance, and Tuition Assistance.

### Tricare coverage prior to mobilization

Reserve Component members are eligible for Tricare coverage 180 day prior to mobilization. RC members on Title 10 orders for more than 30 days are entitled to Enhanced Health Care/Tricare, which also extends to eligible family members. For more details, [www.triwest.com](http://www.triwest.com)

### Missing PCARS Inactive Duty Points

The Air Reserve Personnel Center and Air Force Personnel Center are collaborating to correct a Point Credit Accounting and Reporting System(PCARS) and Reserve Component Pay System disconnect that may affect Air National Guard and Reserve members who perform inactive duty training (IDT).

In most cases IDT points for the second training period of the day have not been updating and in some instances points for both training periods have not posted. Missing points for the second training period of the day from January 1 to August 25, 2011 have been corrected by an AFPC-initiated data load. Over the next few weeks all missing inactive duty points and service history lines for prior Retention/Retirement Years will be corrected and AFPC will follow up with bi-weekly updates to guard against IDT points that fail to post to PCARS in the future. Air National Guard and Air Force Reserve members should periodically consult the vMPF to verify points are updating properly and notify the Total Force Service Center at 800- 525-0102 if you have any questions.



## Air Force chief of staff releases 2012 reading List

**WASHINGTON (AFNS) --** The Air Force chief of staff announced his latest professional reading list.

In a letter to all Air Force personnel, Gen. Norton Schwartz said today's Airmen are among the military's best educated and most inquisitive.

"We Airmen are innovators because we embrace the word 'why' and mine it for better, smarter ways to operate," Schwartz said.

The Air Force's history is full of examples of Airmen who have embodied this attitude, facing daunting challenges with little more than their minds and fortitude, the general said.

"Their experiences are one of the cornerstones of the 2012 Reading List," Schwartz said.

This year's list contains 13 books and, for the first time, supplementary films, treatises and Internet-based resources. Schwartz will highlight these books throughout the year, and for the first quarter recommends these three:

"Airpower for Strategic Effect," by Colin Gray, provides a critical, strategic history of airpower as well as a new general theory.

"Unbroken: A World War II Story of Survival, Resilience, and Redemption," by Laura Hillenbrand, is the inspiring true story of a man who lived through a series of almost too incredible catastrophes.

Finally, "Start with Why," by Simon Sinek, looks at the leaders who have had the greatest influence in the world and describes how they all think, act and communicate in the exact same way, something the author calls "The Golden Circle."

### The other books in this year's reading list are:

"The Forever War," by Dexter Filkins

"Paradise Beneath Her Feet," by Isobel Coleman

"The Words We Live By: Your Annotated Guide to the Constitution," by Linda Monk

"The Party: The Secret World of China's Communist Rulers," by Richard McGregor

"Adapt: Why Success Always Starts with Failure," by Tim Harford

"Catch-22," by Joseph Heller

"Freedom Flyers: The Tuskegee Airmen of World War II," by J. Todd Moyer

"Physics of the Future," by Michio Kaku

"A Country of Vast Designs: James K. Polk, the Mexican War, and the Conquest of the American Continent," by Robert Merry

"The Hunters," by James Salter

### First Sergeant position vacancy



#### Submit the following:

- \*Letter of Intent for position*
- \*Recommendation Letter from your Commander*
- \*Military and Civilian Resume*
- \*Letter from CSS (No UIFs, No Gov't Travel Card Delinquencies)*
- \*Statement of Understanding to complete First Sergeant Academy no later than one year after position assignment*
- \*Fitness score of 75 or greater*
- \*ASVAB Scores of Gen 62; Admin 41*
- \*Last three EPRs*
- \* Applications are due March 15, 2012*

Please be prepared to meet the Board during the month of January, technical sergeant applicants must be immediately eligible for master sergeant.

Direct specific First Sergeant duty questions to Chief Master Sgt. Darlene Gray at [darlene.gray@dm.af.mil](mailto:darlene.gray@dm.af.mil), [ChiefDarleneGray@GMail.com](mailto:ChiefDarleneGray@GMail.com) or (909) 800-1782.

Mail or email your packages and direct all board questions to: Master Sgt. Jacqueline Pinkette-Smith  
5020 E. Arizola St (Bldg.5426)  
Davis-Monthan AFB, AZ 85707  
[jacqueline.pinkett-smith@dm.af.mil](mailto:jacqueline.pinkett-smith@dm.af.mil)



## Around the Group



1. A flight engineer with the 305th Rescue Squadron performs preflight checks prior to the launch of a HH-60 Pave Hawk helicopter from Davis-Monthan Air Force Base, Ariz. The aircrew and pararescuemen took part in a training combat-search-and-rescue mission. (U.S. Air Force Photo/ Master Sgt. Luke Johnson)

2. Col. Karen Rizzuti, 10th Air Force vice commander, receives instruction on the proper fitting of her flight gear from Airman Scott Garner with the 943rd Operations Support Flight prior to flying on a training combat-search-and-rescue mission. Colonel Rizzuti along with Brig. Gen. William Binger, 10th Air Force commander, visited the 943rd Rescue Group to learn about the units' CSAR mission. (U.S. Air Force Photo/ Master Sgt. Luke Johnson)

3. Airmen from the 943rd Maintenance Squadron share a laugh prior to heading out to a C-130 Globemaster III for their deployment to Camp Bastion in Afghanistan. Members of the 943rd Rescue Group deployed to Camp Bastion to perform combat-search-and-rescue missions and medical evacuations in support of Operation Enduring Freedom. (U.S. Air Force Photo/ Tech. Sgt. Michael Blaker)

4. Capt. Brough Macdonald and Capt. Joshua Parker, both HH-60 Pave Hawk pilots with the 305th Rescue Squadron, pose for a photo prior to heading out to a C-130 Globemaster III for their deployment to Camp Bastion in Afghanistan. (U.S. Air Force Photo/ Tech. Sgt. Michael Blaker)

5. Chief Master Sgt. Christopher Tellsworth, a pararescueman with the 306th Rescue Squadron, conducts a video interview with a member of the 355th Fighter Wing Public Affairs Office prior to leaving Davis Monthan Air Force Base, Ariz. on a deployment to Afghanistan. (U.S. Air Force Photo/ Tech. Sgt. Michael Blaker)



# Airmen halt nighttime training ops to aid accident victims

By Capt. Cathleen Snow  
920th Rescue Wing Public Affairs

**PATRICK AIR FORCE BASE, Fla. --** Combat-search-and-rescue Airmen from the 920th Rescue Wing here halted their nighttime training operations at a remote drop zone in Central Florida to transport accident victims to the hospital.

Four people were injured, one seriously, when their airboat flipped on the St. John's River, approximately 30 miles north of where the Airmen were rehearsing for war.

With the help of the 920th local Airmen piloting an HH-60G Pave Hawk helicopter, the Brevard County Sheriff's department launched a rescue mission dispatching airboats from the Florida Fish and Wildlife Conservation Commission and Camp Holley Fish Camp, to assist in taking paramedics to the secluded accident site.

The Reserve Airmen landed the Pave Hawk on a spit of land in the middle of a swamp, according to the aircrew.

After paramedics finished treating the patients at the crash site, Rescue Wing Airmen transported three of the four patients to Holmes Regional Medical Center in Melbourne, including the most seriously injured victim. The fourth patient was taken by airboat then driven to Holmes for evaluation.

Maj. Rod Stout, Pave Hawk pilot assigned to the 920th's on-call desk when the call came in at 7:50 p.m. "We can have these guys



Reserve Airmen from Patrick Air Force Base's 920th Rescue Wing land their HH-60G Pave Hawk helicopter Feb. 7 after they put their combat rescue skills to action in Central Florida when they answered a call for help. An airboat accident approximately 30 miles north of their training site left three people injured, one critical. The 920th Airmen were able to halt their training and race to the scene to airlift the people to a nearby hospital. (U.S. Air Force photo/Capt. Cathleen Snow)

to the hospital in five minutes," said Stout when briefed on the situation.

While the flight to the hospital itself lasted a few minutes, from the time the Airmen got the call, to the time they were unloading the patients off the helicopter pad at the hospital, was one hour.

"It was nice to be able to help," said Col. Jeffrey Macrander, 920th Rescue Wing commander, who piloted the Pave Hawk.

Earlier today, the wing welcomed home 70 Rescue Airmen from Afghanistan. Those Airmen are credited with 490 combat rescues.

# Rescue Airmen return home after saving lives

By Capt. Cathleen Snow  
920th Rescue Wing Public Affairs

**PATRICK AIR FORCE BASE, Fla. --** After five months of saving lives in Afghanistan, approximately 70 Reserve Airman from the 920th Rescue Wing here returned home Feb. 6 and 7.

As part of a combat-search-and-rescue team, the Airmen were deployed in support of Operation Enduring Freedom.

They served as helicopter pilots, aircrew, pararescuemen, maintenance and support personnel as part of the 920th's year-long deployment to save lives by using their skills and equipment to perform combat rescue and medical evacuation (MEDEVAC) operations - picking up the injured from combat zones to get them to treatment facilities.

During this rotation, the reservists are credited with flying more than 726 rescue missions; successfully saving 490 lives; and assisting in saving another 458 lives.

A 'save' refers to a situation where, without immediate intervention, a person would lose their life, a limb or eyesight (LLE).

The wing's primary wartime job is combat search and rescue, which involves locating and rescuing service members isolated or injured in combat - such as pilots shot down behind enemy lines or combatants injured on the battlefield.

This deployment was one of many for the Rescue Reservists. Operational requirements remain high due to the nature of this mission.

Nearly 100 Airmen from the wing remain deployed in various locations in the world.



As part of a life-saving pararescue team, Airman from the 920th Rescue Wing, Patrick Air Force Base, Fla. returned home to Florida Feb 6 and 7 after being deployed to Afghanistan for the last five months. As aviators, maintenance and support Airmen, they performed combat-search-and-rescue operations in support of Operation Enduring Freedom. (U.S. Air Force photo/Capt. Cathleen Snow)

**Luncheon with Guest Speaker Dr. Doris Jefferies Ford**

**Date:** 16 February 2012  
**Time:** 1130hrs  
**Location:** Catalina Ballroom, Mirage Club  
**Price:** \$15.05 Non-Members  
\$14.05 Club Members  
**Attire:** UOD

**Black History Month**

Black women in American culture and history



Make your voice heard by voting

By Airman 1st Class Saphire Cook  
355th Fighter Wing Public Affairs

DAVIS-MONTHAN AIR FORCE BASE, Ariz. -- Many major decisions concerning today's military, such as retirement changes, are not being made only by branch leadership, but rather with civilian members of Congress. And although military members cannot participate in the arbitrations, they can still influence decisions through the officials they help elect. With the 2012 Presidential Election coming up in November and the primary elections already underway, now is the time to research candidates and register to vote.

With all the proposals for military budget cuts being weighed by Congress, voting can directly impact the future of an Airman's military career. Citizens can have a voice in the decision-making process by voting for like-minded officials.

According to the Federal Voting Assistance Program, almost 58 percent of military members registered to vote in 2010. Around 46 percent of those registered actually voted; one percent more than the general population. The very next year, those elected officials made the decision to begin withdrawing troops from Iraq.

"Whether you're voting in a building or through an absentee ballot, this is a way to have your voice heard," said 1st Lieutenant Joshua Kennedy, 355th Mission Support Group chief of Plans and Readiness and one of D-M's voting assistance officers. "Elections can be landslides, or they can be won by a very small margin. Don't ever think 'a single vote doesn't matter' because that one vote could tip the scales in either direction."

Most active-duty members vote by absentee ballot, because one must vote in the state that is one's home of residence. So if your home of residence on file is in Delaware, you must receive an absentee ballot from the state of Delaware for your vote to be valid.

The easiest way for military members to receive an absentee ballot is to register for voting online. Voters can go to FVAP.gov, and register by clicking "I am a uniformed service member or a family member."

"The FVAP website walks you through the process of registering and requesting a ballot," Kennedy said, "It also provides election dates for local and general elections. It tells you when you need to request your ballot and by what date you need to send it off."

In 1877 James Garfield, the 20th President of the United States, said that people are responsible for the character of their Congress. U.S. citizens have the opportunity to choose the individuals that run their country.

"Not every country has the right to vote," Kennedy said. "As an American, I think that it is a duty and a privilege to exercise that right."

For more information about the voting process contact Lieutenant Kennedy at (520) 228-2208.

**Statistics show that if one parent has a degree, the chances of your child/children earning a degree is 70%. If both parents have a degree the chances of your child/children earning a degree is increased to 98%!**

**CCAF**

**...and beyond**

**Don't just do it for you, do it for your kids.**



355th Training Support Squadron  
Martha Buckner, 1st Sgt, USAF, 2011

Reserve forces vital to new DOD strategy say senior leaders

By Col. Bob Thompson

Office of Air Force Reserve Public Affairs

WASHINGTON -- Developing the right balance of regular, Reserve and Guard forces is the key to fulfilling the president's new defense strategy and making budget decisions to shape the Air Force's future, said senior leaders during the Reserve Officer Association 2012 National Security Seminar, held Jan. 29 through Feb. 1.

More than 400 attended the conference at the Washington Marriott Wardman Park in Washington, D.C., and included senior leaders from the Department of Defense and Reserve component leaders from all services.

"The size of the military is driven by our strategy," said Under Secretary of Defense for Policy Michele Flournoy, the seminar's keynote speaker. "As we look for savings, everything is on the table but we want to maintain the quality of the all-volunteer force and not break faith with our reservists, their families and their employers."

The president's new strategic guidance features "reversibility," according to Flournoy, which is the ability to change with changing circumstances.

"The Guard and Reserve play an extremely important role in 'reversibility' as they fulfill both operational and strategic roles," she said.

During a panel discussion, the seven Reserve and Guard chiefs of the Army, Navy, Marine, Air Force and Coast Guard addressed the future of the Reserve components and critical budgetary planning.

"To meet the new strategy, the Air Force is going to adjust and rebalance the force," said Chief of Air Force Reserve Lt. Gen. Charles E. Stenner Jr. "And although this may initially take us all down to a lower level, I anticipate us growing in the future."

The general said that the Air Force Reserve should have reservists everywhere there is a new or enduring mission. He expects cyberspace, intelligence, surveillance and reconnaissance as well as nuclear missions to be growth areas for the Reserve component.

"We want to catch Airmen that are coming off of active duty and making life-changing decisions," said Stenner. "We want to give them the opportunity to continue to serve, to be Airmen for life."

"We're going to look back on this as the golden age of the Reserve component," said Maj. Gen. Arnold L. Punero, U.S. Marine Corps, (ret.), chairman of the Reserve Forces Policy Board and moderator for the panel discussion. "Today's reservists are the most battle-hardened and experienced reservists in history."

Senator Richard Lugar, R-Ind., and Gen. David H. Petraeus, U.S. Army (ret.), director of the CIA, were both recognized by the Reserve Officer Association and inducted into the ROA Minuteman Hall of Fame.

"Today's Reserve component is not only a strategic reserve but a key part of our daily operations," said Petraeus, former commander of U.S. Central Command and leader of both Iraq and Afghanistan surges.